

Vision

Healthier Queenslanders



Every day the public health system supports Queenslanders through activities such as ensuring food and water are safe to consume, providing immunisations, and promoting the benefits of exercise, healthy eating and not smoking. However, when Queenslanders do get sick or injured, the public health system is also there to transport and treat people safely, in a timely manner and to support them in their recovery.

These services are delivered by the Department of Health and a network of delivery agencies, including Hospital and Health Services (HHS), aged care providers, private facilities, non-government organisations, general practitioners and allied health professionals. The Department of Health is responsible for system leadership of the public health system and works with its partners to provide better health outcomes for all Queenslanders through continuous improvement and innovation, to deliver the greatest health benefit with the available resources.

The Department of Health's Strategic Plan aligns to, and is the Department's contribution to realising the aims of *My health, Queensland's future: Advancing health 2026*.

Purpose

To provide leadership and direction, and to work collaboratively to enable the health system to deliver quality services that are safe and responsive for Queenslanders.

The Department of Health's role includes:

- providing strategic leadership and direction for health through the development and administration of policies and legislation
- developing statewide plans for health services, workforce and major capital investment
- managing major capital works for public sector health service facilities
- purchasing health service delivery
- supporting and monitoring the quality of health service delivery
- delivering a range of specialised health services, including prevention, promotion and protection; providing ambulance, health information and communication technology and statewide health support services.

Values

- Putting customers first
- Putting ideas into action
- Unleashing potential
- Being courageous
- Empowering people



Strategic opportunities

The department will work to:

- carefully plan for changes in demand to maintain or improve the quality and availability of services
- clarify the roles and responsibilities of entities in the Queensland public health system so that programs and services are efficiently planned and/or delivered, to meet the health needs of individuals and communities
- empower and support patients to manage their health to meet their expectations, contemporary care standards and to reduce inequitable health outcomes
- maintain the right levels of safety and quality in the context of growing demand and expectations to achieve positive health outcomes and build public confidence
- effectively plan and strengthen the health system workforce to maintain and improve the efficiency and quality of health services
- build sustainability around future funding to enable the organisation to achieve its strategic objectives
- ensure timely and accurate information is available to treat patients and meet patient expectations

- maintain appropriate information security to protect patient information and ensure it is used appropriately
- identify and respond quickly to new and emerging threats and potential disasters in an effort to minimise health system interruption or overload.

Strategic risks

Relating to the department's role as health system leader:

- emerging threats and disasters could disrupt or overload the health system
- quality of health services could be affected if changes to demand are not linked to distribution of resources and responsive policy development
- efficiency and quality of health services could be reduced if planning and management of the health system workforce is not effective
- clinical and business performance may be affected if ICT systems and data cannot be protected
- insufficient system funding to meet demand could impact on timely services.

Our behaviours

Cultural success factors:

- ▶ **Connectedness**—connecting with each other, our community and the system
- ▶ **Performance**—aspiring to high performance and supporting excellence
- ▶ **Clarity**—understanding our role and the contribution we all make
- ▶ **Respect**—respecting others and valuing diversity
- ▶ **Capability**—continually developing our own capability and others



Government objectives

The Department of Health contributes to the Queensland Government objectives of:



Create jobs in a strong economy



Give all our children a great start



Keep Queenslanders healthy



Keep communities safe



Be a responsive Government

My health, Queensland's future: Advancing health 2026

Promoting wellbeing

Delivering healthcare

Objective	Strategies	Performance indicators
<p>Supporting Queenslanders to be healthier: <i>promoting and protecting the health of Queenslanders</i> Aligns with the following government objectives:</p>	<ul style="list-style-type: none"> Lead the development and implementation of strategies and regulatory frameworks to protect the health of Queenslanders. Engage consumers and communities about their health, and promote and influence healthier choices and protective behaviours. Partner with industry, communities and governments to create living and work environments that support improved health. Enhance surveillance and response to emerging health threats and disasters. Advocate at national, state and local government levels to implement policies and initiatives to improve the health of Queenslanders. 	<ul style="list-style-type: none"> An increase in the percentage of the Queensland population who meet physical activity guidelines. An increase in the participation of eligible Queenslanders in the target populations for cancer screening programs. A reduction in the percentage of Queenslanders who: <ul style="list-style-type: none"> smoke daily consume alcohol at risky levels are overweight or obese. Progress against 95 per cent vaccination targets for one, two and five year olds.
<p>Enabling safe, quality services: <i>delivering and enabling safe, clinically effective, high quality health services</i> Aligns with the following government objectives:</p>	<ul style="list-style-type: none"> Deliver quality patient-focused ambulance and statewide clinical support services, that are timely and appropriate to the Queensland community. Support HHSs to continually improve patient safety outcomes and patient experience. Continuously improve clinical governance systems and regulatory frameworks to ensure accountable and safe, high quality health services. Deliver health technologies and infrastructure that have the flexibility and capacity to meet future service needs. Develop and implement innovative approaches that enable sustainable, effective and rapid responses to opportunities and challenges. Ensure state-of-the-art cyber security is in place across Queensland Health. In collaboration with our partners we will develop, implement and evaluate statewide service improvement programs that promote efficient and effective use of resources and deliver measurable system wide improvements. Monitor and promote improvements in health services through effective system-wide data analytics. 	<ul style="list-style-type: none"> A reduction in rates of preventable hospital acquired infections. Responsive ambulance services. A reduction in unplanned readmission rates. An increase in the percentage of information and communications technology (ICT) available for major enterprise applications. Increased digital innovation across Queensland Health. Improved information security risk profile. Increased performance against timely access targets by HHS and investment in new models of care to support patient outcomes. Provision of clinical data analytics to support business intelligence, inform best practice clinical service delivery and support clinical decision making.
<p>High performance: <i>responsive, dynamic and accountable management of the department, and of funding and service performance</i> Aligns with the following government objectives:</p>	<ul style="list-style-type: none"> Utilise data, evidence, funding and performance levers to drive sustainability through value-based delivery of health services in Queensland. Work collaboratively with service providers to establish agreed targets and outcomes. Monitor and manage the performance of all funded organisations across Queensland's public sector health system. Determine capital funding prioritisation through evidence-based research, planning and investment governance. Support HHSs in achieving desired performance outcomes, identify system performance improvement opportunities and identify variation in performance and productivity. 	<ul style="list-style-type: none"> Collaboratively manage system performance against agreed key performance indicators in health service providers' contracts and service agreements. Purchasing plans are implemented for all strategic priorities to enable delivery and system sustainability. An increase in clinicians, patients and providers participating in purchasing and performance management processes.

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	Objective	Strategies	Performance indicators
Connecting healthcare	<p>Equitable health outcomes: <i>improving health outcomes through better access to services for Queenslanders</i></p> <p>Aligns with the following government objectives:</p>	<ul style="list-style-type: none"> Use evidence-based health service planning, and contemporary service delivery models and technology (digital innovation) to improve access to health services, particularly in rural and remote locations. Plan, purchase and enable health services for Aboriginal and Torres Strait Islander people to achieve the outcomes in <i>Making tracks towards closing the gap in health outcomes for Indigenous Queenslanders by 2033: Investment Strategy 2015–2018</i>. Embed cultural capability in the planning, design and delivery of health services by enhancing the knowledge, skills and behaviours for culturally responsive patient care. Plan for and purchase prevention, early diagnosis and intervention services to address chronic disease. Implement the <i>Specialist Outpatient Strategy: Improving the patient journey by 2020</i>. 	<ul style="list-style-type: none"> An improvement against Closing the Health Gap targets for Aboriginal and Torres Strait Islander Queenslanders. Meet clinical wait times for the following services: <ul style="list-style-type: none"> specialist outpatient clinics elective surgery emergency department lengths of stay. An increase in the uptake of telehealth services.
	<p>Broad engagement with partners: <i>harnessing the skill and knowledge of our partners</i></p> <p>Aligns with the following government objectives:</p>	<ul style="list-style-type: none"> Develop strategic partnerships with providers and stakeholders to deliver health priorities. Use robust, culturally-appropriate and ethical processes to engage with all partners. Actively engage with the community to develop statewide health services plans and policies. Enhance Statewide Clinical Partnerships that support effective engagement with clinicians and consumers to improve service delivery and identification of emergent health issues. 	<ul style="list-style-type: none"> An increase in clinician and consumer engagement in shaping healthcare reform. Positive feedback from health service partners. An increase in community connectivity with Queensland Health through the use of digital and social media.
Pursuing innovation	<p>Dynamic policy and planning leadership: <i>drive service improvement and innovation through a collaborative policy cycle</i></p> <p>Aligns with the following government objectives:</p>	<ul style="list-style-type: none"> Lead a high-performing and agile strategic policy cycle to support system-wide and departmental policy outcomes. Ensure legislation portfolio supports health outcomes and addresses contemporary public health risks. Employ efficient and innovative approaches to administering legislation. 	<ul style="list-style-type: none"> Responsive policy advice. Meet Government expectations regarding the delivery of the legislative program. Progress towards completion of initiatives designed to reform regulatory practice.
	<p>Engaged and productive workforce: <i>foster a culture that is vibrant, innovative and collaborative</i></p> <p>Aligns with the following government objectives:</p>	<ul style="list-style-type: none"> Invest in strategies to enable the workforce to collaborate and innovate in their roles to support continuous improvement and sustainability. Set system-wide employment arrangements underpinning an efficient and sustainable healthcare system. Ensure that the workforce has the required tools and the right physical and cultural environment to meet the needs of our customers. Build the capacity and capability of clinician leaders and managers across the system to create a culture of excellence and continually improve outcomes. 	<ul style="list-style-type: none"> Improved Working for Queensland Employee Opinion Survey results. An increase in the use of staff training and development programs.